



Fundraising for Your Group in Developing Countries

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Introduction: It was a real honor to be asked speak to your groups, and to have the chance to learn about yours efforts on behalf of children with cancer worldwide. It would be quite presumptuous for me to claim to have all the answers. Instead I will share insights that I have gained from my work as a community organization specialist with many organizations in several countries. My international involvement began when I lived in Brazil , where I originally served as a Peace Corps Volunteer. I live in Seattle, USA, and now work as an independent consultant specializing in improving access to cancer treatment for all patients, domestic and international. To learn more about my work, please visit my website at <http://ramoslinkq.info>. E-mail jdr@ramoslink.info.

Parent groups, like all community groups, need money to carry out their work. Groups based in countries where incomes are low and needs are high, face many extra challenges in trying to raise money, but the task is not impossible. Before launching into specifics of fundraising, it is helpful to reflect on the context in which your group exists in society. Keep in mind always that just like with knowing what is best for your child, you are the experts!

Background

In recent decades, fundraising has become an academic discipline, and sometimes an industry. It is easy to feel that that unless one has specialized formal training in this field that it will be impossible to be successful in raising money. This is simply not true. However, much of the knowledge that has been gained by the study of fundraising can be used to help plan and improve your own efforts. One good example of this relates to changing our thinking about the very nature of community organizations, from being “charities” to considering yourselves to be “public benefit organizations.” The term charity implies that the needy must beg for help from the holders of power, money, and information. It casts the askers in a perpetual one-down position, which certainly doesn’t make one feel very competent. A public benefit organization, on the other hand, represents a stronger, healthier and mutually-beneficial relationship between donors and recipients. Your group fulfills a real need in your community. When children get the treatments they need and families are supported, an investment is made in the local community and in the larger society. Fundraising builds on this relationship. It is really all about making friends, because people give money to real people, not to anonymous causes.

To be sure, the extra challenges you face in fundraising in the two-thirds world are very real. They include:

- Social problems (wars, natural disasters, poverty)
- Systems problems (corruption, state control and/or neglect)
- Logistical problems (lack of skills, time, resources)
- Image problems (bad reputation of some other NGOs)
- Perception problems (childhood cancer seen as unimportant)

You also have to overcome the very natural fear of failure when trying to do something for the first time, and possibly also discomfort in asking others directly for money. But you as individuals, and as groups have some very real and important strengths, including:

- Tradition of mutual aid within extended family and beyond
- Life experience, as a parent and community member

- Commitment to a cause
- Knowledge of your own society

It can be helpful to look at some positive examples of fundraising by ordinary people in the USA, where individuals are generous and compassionate, as you have recently seen in the cases of the Asian tsunami and Hurricane Katrina. In my country, about 75% of donations to nonprofit organization are made by individuals, with lower-income people donating a larger share of their income than do the wealthy. Those closer to real-life struggles tend to have a better understanding of the needs of others. One US expert on community-based fundraising, Kendra Klein, believes that foundations and large corporations are far over-rated as supporters of nonprofits, and that groups should look instead for in-kind support from local businesses that care about their communities. She stresses that only 3 things are necessary to succeed at raising money for your group: common sense, commitment, to your cause, and a genuine like of people.

Basics

Success at fundraising is based on people taking an idea and translating it into a plan of action. Your group, depending on its history, will need to both spend some time learning how to work together as a group and to decide what you hope to accomplish. Working as a group is crucial: at minimum, you need to be able to rely on parent volunteers as well as committed board members who understand that one of their main tasks is to raise money for the organization. Most seek help also from supporters and possibly consultants, occasionally from paid staff. All need to work together to develop a sound organizational plan, which will include a fundraising component. Be sure to give yourselves enough time to develop a sound plan, step by step. The end result of your planning process will be an essential written document, called the **Case Statement** that explains why your group exists and what it does.

Components of a Case Statement

- **Mission:** why group exists
- **Goals:** what it will do about its mission
- **Objectives:** how goals will be accomplished
- **History:** track record of accomplished objectives
- **Structure:** explanation of its governance and how it will meet stated goals
- **Fundraising plan, financial statement, and budget:** present & future plans, wise money management, realistic expenses

You will come to rely on the case statement both for guiding the operations of your organization and as proof of its credibility when seeking donations. Donors want to be able to give to reliable groups that are committed to transparency and accountability.

There are two main ways that groups raise funds:

- by their own efforts, called grassroots fundraising
- by requesting grants from government, businesses, and/or foundations

Examples of grassroots fundraising are holding special benefit events, sales of goods or services, direct solicitations and periodic giving campaigns. Often these types of efforts may be combined, such as sales of items at an event. Some companies, government agencies, and foundations announce that certain grants are available by means of a "Request for Proposal" (RFP) and organizations must submit a proposal for a project that fits within the grant guidelines, usually through a competitive process. Other grantors do not accept requests but instead make donations to groups whose work is of special interest to their own mission.

Your group will need to decide whether to pursue one or both methods of raising funds. Many groups like to begin with grassroots efforts as a way to try out new ideas with little investment of

money needed, and because all group members can participate, regardless of their individual level of formal education. Small projects generate community connections and goodwill, which can also translate into ongoing support for your cause. However, it may not be possible to raise large amounts of money this way. Grant funding often offers the possibility of getting much larger sums, but almost always is time-limited, and thus not sustainable. Receiving a grant may generate positive and widespread publicity for your group, helpful for your long-range plans. However, the donor may have requirements that affect, or even change, the mission or operations of your group.

An example of this kind of challenge is deciding whether or not your group should seek or accept funding from pharmaceutical companies. At first it might seem like a perfect match, as cancer organizations have lots of needs and drug companies have lots of money. There is no one right answer. Each group should carefully consider motives behind seemingly-generous offers of the pharmas, whose primary goal is to generate profits for their shareholders. A primary goal of many patient groups is to help all children get access to needed treatments, with the very high price of medicines often a major obstacle. Since the advent of AIDS activism, drug companies are more sensitive to public opinion and, thus may seek to give the impression that compassion is their main motive. It has now been well documented that outreach and education efforts of drug companies are actually carefully-planned campaigns for which they hire expert public relations firms. Conferences, consultants and publications now teach the companies how to find, or create, disease-specific patient groups and how to build alliances with them. If we believe in access to healthcare as a human right, then we need to consider the role of drug companies in access to medicines, and what this might mean to patient groups.

Kendra Klein, as previously mentioned, also has some useful advice for groups considering whether or not to accept any donation that might be considered controversial, which she calls the “The Newspaper Test.” It goes like this: Imagine that your local newspaper carries a front-page story on the donation by Company X to your group. What would your reaction be? If you would be happy, then by all means accept the donation. If it makes you uneasy or upset, then turn it down. This strategy can be helpful in many situations, such as when tobacco companies or major polluters offer donations to cancer organizations.

Raising Funds: Practical Strategies

The good news is that there are people and organizations around the world interested in helping groups like yours. Some can help with the organizational and technical side of your efforts, while others are potential donors to your cause. Part of your work will be to identify these groups and build relationships with them.

Finding Support and Supporters

People interested in your cause may be found in a wide variety of affinity groups, meaning those that share a similarity or likeness that connects them to you. Beyond just the cancer community, they can be found, at home and abroad. Via your Ministry of Foreign Affairs, and public relations offices of foreign embassies and consulates you can get contacts for international NGOs, schools and businesses, and overseas women’s groups in your country. Family and friends living abroad can be helpful too, as can formal & informal expatriate organizations, and special interest groups. Members of professional groups in health, languages, area studies; civic and service groups; former international workers & academics, as well as athletes & artists, all can become supporters of your group. These relationships can also help build connections that could grow into twinning programs between nations and regions.

Equally important are contacts for radio, TV, print, and electronic media everywhere, from local to national. Members of affinity groups can help work with the media to get your group’s message out to a broader audience.

Local businesses, including small businesses, are key supporters of community organizations, with benefits of their involvement being mutual. They can help with everything from publicity to loaning employee volunteers to in-kind donations to serving as board members. Support from a wide range of businesses is vital to most groups.

Choosing Fundraising Projects

Many groups find that creating a project that fills a need in their community, possibly a small retail or service businesses. . Typical of these projects are sales of handcrafts, food, holiday items, etc., at a special event or at a popular venue. Some example of thriving and sustainable nonprofit businesses are refreshments stands, auto repair shops, computer technology services, resale shops, printing services, and so on. Some create micro-enterprises whose employees are program beneficiaries. Be creative in your plans: utilize the talents of your group members, and don't overlook opportunities in the tourism sector. In most every country there are sites of historical, cultural. or environmental interest that attract prosperous domestic and international visitors. Often, however, they can't get an in-depth look at these attractions due to lack of tours and multilingual guides. Members and friends of your groups might be able to fill this gap by offering guided tours, for which visors are happy to pay a nominal fee, and at the same time will learn about your cause. Travel and tourism businesses can also become your supporters.

Technical Assistance

There are a number of information and technical assistance organizations that offer hands-on and virtual training in the practical side of running nonprofit organizations, including fundraising, in specific countries and regions. The rise of computers and the Internet have led whole new groups of volunteers to create a public benefit technology sector. There are now organizations and individuals worldwide who volunteer to create electronic networks, and training to use technology so that all may participate in this enhanced form of communication. Some organizations serve nonprofit groups in developing countries by creating, donating, and hosting websites in appropriate languages as well as facilitating donations of computers and equipment .

The education sector, both in your own country and internationally, can be another important source of help. Faculty, staff and students can offer volunteer services, and may be involved in internships and exchange programs. While volunteers and interns need supervision, in almost every field they can contribute valuable services. Examples include design of logos and brochures, running groups for children and families, hosting parties or events, and fundraising as a community service. And through this involvement, awareness of your cause will be passed on to their own networks of family and friends, reaching yet more potential supporters.

Summary

Each of your groups and its individual members already have the basic skills needed for raising funds, as well as clarity on your cause. Give yourselves credit for your strengths, and face the challenges by working to create a careful plan, that you will carry out as a team. Although your goals are many, it is best to start with a small project and see how things progress. The unexpected will occur, but it doesn't meaning abandoning your plan, just making changes in it. Look for, and utilize, allies everywhere interested in helping you. Don't limit your contacts to only cancer or disease organizations. When people help, be sure to thank each of them personally. Keep careful records of your work, use them for planning for the future, and take pride in every step forward. Best wishes on your endeavors on behalf of the children you care about!

A slideshow of this presentation is available on the ICCCPPO website.

A guide to international and regional resources on these topics, and a bibliography, are attached as appendices to this document.

SELECTED BIBLIOGRAPHY: FUNDRAISING FOR YOUR GROUP IN DEVELOPING COUNTRIES

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Cancer Resources & Advocacy. <http://ramoslink.info/>
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SELECTED RESOURCES: FUNDRAISING FOR YOUR GROUP IN DEVELOPING COUNTRIES

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Cancer Resources & Advocacy. <http://ramoslink.info/>
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Philanthropy Resources Organizations

European Foundation Centre

<http://www.efc.be/>

Network for independent funders in/for Europe, and European & multinational corporate sector. Website pages on International Affairs, Region-Focused Funders Networks, and "for Grantseekers."

The Foundation Center

<http://fdncenter.org/>

Major US-based information clearinghouse on all aspects of philanthropy, via learning centers, website, publications, affiliated libraries, training programs.. Includes many no-cost resources. Dedicated website "For International Visitors" includes links to nonprofit resources worldwide, tutorials, much more.

Grantmakers Without Borders

www.gwob.org

Network for public and private foundations and individual donors who practice global social change philanthropy; does not provide grants.

The Resource Alliance

<http://www.resource-alliance.org/>

International network to promote nonprofit capacity building via training and resource-sharing worldwide. Technical assistance, classes, conferences, based in UK with regional offices for Eastern & Southern Africa, Asia Pacific, and South Asia.

Nonprofit Sector Issues & Networks

Action without Borders

www.idealists.org

Global civil society electronic network, with websites in English, French, and Spanish. Lists NGOs, events, resources, more. Nonprofits can list available volunteer positions and jobs on database searchable by those seeking such opportunities.

Ashoka

www.ashoka.org

Citizen Base Initiative

<http://www.citizenbase.org/>

Ashoka supports social entrepreneurs worldwide, identified through a competitive process, to enable them to address critical societal issues in their country. The Citizen Base Initiative program assists civil society sector with capacity-building training and funding support to become self-sustaining. CBI currently operates in Africa, Asia, and Latin America.

GuideStar

www.guidestar.org

GuideStarUK

www.guidestar.org.uk/

Philanthropy information centers in US and UK respectively, offering access to data on charitable organization registered in those countries, to promote public accountability. Topical issues newsletter. List many groups operating internationally & in specific nations worldwide.

International Association for Volunteer Efforts

www.iave.org

Global nonprofit association promoting volunteerism. Technical assistance & capacity-building training for volunteer groups. Listings of regional networks & national volunteer associations worldwide.

World Association of NGOs (WANGO)

www.wango.org

Global organization of NGOs, offers education, training, resources, lists of NGOs worldwide. Code of Ethics for NGOs.

Selected Regional Resources

Africa

Allavida

<http://www.allavida.org/>

Capacity building training and network for nonprofit sector. Contact Finder page lists NGOs in East Africa and resources throughout the continent. Publishes *Alliance* magazine, on global NGO issues and news.

Kabissa

www.kabissa.org

Electronic information & resource center for civil society sector across Africa. Listings of NGOs by country, area of interest, and electronic bulletin board. Capacity-building training in use of communication technology.

Asia

Asian Pacific Philanthropy Consortium http://www.asiafoundation.org/About/projects_regional.html

Project of the Asia Foundation, supporting training in capacity building, legal issues, networking, and research for nonprofit sector, aimed at promoting self-sufficiency through in-country fundraising efforts.

Asia Pacific Philanthropy Information Network <http://www.asianphilanthropy.org/>

Extensive regional and country-specific information and resources, listings of NGOs by country.

Central and Eastern Europe

Allavida <http://www.allavida.org/>

Capacity building training and network for nonprofit sector . Contact Finder page lists resources in Central and Eastern Europe and the Newly Independent States.

NGONet www.ngonet.org

Electronic network for NGOs in Central & Eastern Europe, and former Soviet Union. Offers multilingual news, resources, listings of training programs, grant opportunities, and organizations.

Latin America

Program on Philanthropy, Social Change, and Civil Society in the Americas (PASCA), David Rockefeller Center for Latin American Studies and the Hauser Center for Nonprofit Organizations at Harvard University

<http://www.fas.harvard.edu/~drclas/programs/PASCA/text/english/index.html>

Extensive program website offers listing of NGOs by country, capacity-building organizations, resources, training opportunities, events, more.

LANIC : NonGovernmental Orgnaizations <http://lanic.utexas.edu/la/region/ngos/>

Latin America Network Information Center (LANIC) at University of Texas at Austin, includes listings for regional and national NGOs and related networks.

Specialty Publications for Nonprofit Sector:

AFP/Wiley Fund Development Series <http://www.wiley.com/WileyCDA/Section/id-2991.html>

Chardon Press Books <http://www.josseybass.com/WileyCDA/Section/id-5718.html>

Grassroots Fundraising Journal <http://www.grassrootsfundraising.org/>

Jossey-Bass Nonprofit Management Series www.josseybass.com

Wilder Nonprofit Field Guides www.wilder.org

Tutorials and Sample Documents

Center for Participatory Change <http://www.cpcwnc.org/toolbox.html>

"The Toolbox" page has guides on proposal planning and writing, among other topics on NGO governance and operations.

Friends of Malawi http://www.friendsofmalawi.org/grants/example_grants.html

Examples of well-written grant application contrasted with one containing insufficient information, presented as learning tool.

The Foundation Center

Proposal Writing Short Course <http://fdncenter.org/learn/shortcourse/prop1.html>

Internet Nonprofit Center <http://www.nonprofits.org/>

Information and resource center on all aspects of civil sector work, from starting an NGO to issues, skills, fundraising more. Much universal content, international resources lists.

Nonprofit Guides

Grantwriting tools for nonprofit organizations <http://www.npguides.org/index.html>

The Resource Alliance <http://www.resource-alliance.org/>

" Resources"-- How To Guides (requires free registration)

SERA Learning

Funding: templates: http://www.sera.com/index.php?section=funding&option=funding&page=funding_templates

Information & Communication Technology (ICT) Resources

InterConnection www.interconnection.org

NGO focused solely on assisting NGOs in developing countries gain access to Internet technology, via creation and donation of websites in various languages, web hosting, computer donations, and ICT training programs.

e-Riders <http://www.eriders.net/>

Network of roving ICT specialists who volunteer to assist NGOs worldwide with technology strategies. Website contains contact listing searchable by country, organization helped, skills.

Kabissa <http://www.kabissa.org/>

Promotes training, support, and services to African civil society sector to enable use of Internet in their work, and for networking across the continent.

International Health Information Resources

An important part of organizational development is keeping current in one's particular field. The following are important resources on global health and health care, offering information on issues, events, contacts, and programs, relevant to the operations of your organization. They may also be a source for notices of funding opportunities.

Global Health Council <http://www.globalhealth.org/>

Membership organization dedicated to improving global health and equity by providing informational and resources. Offers education and training, events, publications at country, regional, international levels, and *Global Health Weekly Update* e-newsletter.

Harvard World Health News <http://www.worldhealthnews.harvard.edu/>

Weekly news digest from Harvard School of Public Health's Center for Health Communications, with original articles and top stories from world media.. Covers specific diseases and conditions, including cancer, and health policy issues.

International Network for the Availability of Scientific Publications <http://www.inasp.info/>

INASP offers information clearinghouse, publications, networking on health, and other topics, for health professionals, with focus on developing countries, *INASP-Health Directory* of organizations and programs, is available in print, CD-ROM, and online formats.

Peoples' Health Movement <http://www.phmovement.org/>

Global Health Watch

<http://www.ghwatch.org/>

Global coalition working to ensure health as a fundamental human right, via access to health care and essential community services. Offers regional and international meetings, publications including *Global Health Watch*, an alternative world health report.

World Health Organization <http://www.who.int/en/>

United Nations agency, charged with monitoring and promoting health worldwide. Sponsors programs and research in all areas, including cancer. Holds yearly World Health Assembly, publishes *World Health Report*,

Resources on Access to / Rational Use of Medicines

Essential Inventions <http://www.essentialinventions.org/>

NGO seeking to promote innovate ways to improve access to medicines via patent system, devising new means to fund drug research & development .

Health Action International www.haiweb.org

HAI-Europe (HQ office of a global network) addresses access to medicines issues and effects of pharma sponsorships, by means of research, education, training, and publication. , Based in the Netherlands, regional offices in Africa, Asia, and Latin America. Joint project with WHO to conduct medicines price surveys worldwide.

Healthy Skepticism <http://healthyskepticism.org/>

International NGO, based in Australia, working to improve health by reducing harm from misleading drug promotion. Offers information and training on issues, and resource website.

Management Sciences for Health Center for Pharmaceuticals Management

http://www.msh.org/what_MSH_does/cpm/index.html

Technical assistance and training in pharmaceutical management worldwide, assisting developing countries to purchase, store, deliver, and use quality, essential medicines. Features drug price lists and access guide.